



DEPARTMENT OF THE ARMY  
HEADQUARTERS, 19TH THEATER SUPPORT COMMAND  
UNIT #15015  
APO AP 96218-5015

REPLY TO  
ATTENTION OF:

EANC-GO

08 JUL 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter # 51 - Integration/Certification of New Personnel

1. REFERENCES.

- a. 19<sup>th</sup> TSC Policy Letter #8, 1 August 2003, Sponsorship Program.
- b. 19<sup>th</sup> TSC Policy Letter #46, 16 July 2003, Key Personnel Transition.
- c. 19<sup>th</sup> TSC Policy Letter #10, 27 November 2002, Weigh-in of Newly Assigned Personnel.
- d. 19<sup>th</sup> TSC Policy Letter #11, 27 November 2002, 19th TSC Newcomer's Orientation Inbrief Policy Memorandum.

2. PURPOSE. This memorandum provides guidance on the programs leaders will implement to ensure all new personnel are properly integrated into the command and to minimize the negative effects of transitions.

3. APPLICABILITY. This policy applies to all personnel assigned to the 19th Theater Support Command.

4. POLICY AND GUIDANCE.

a. Personnel rotations are an unavoidable part of manning our Army. The turnover rate in this command is high and a driving force behind the constant need to closely plan and manage transitions. Integrating new personnel quickly and thoroughly is the critical collective task to support constant readiness and our ability to "Fight Tonight!" Therefore, this policy letter is provided to ensure all leaders understand the minimum programs and steps necessary to properly integrate new personnel into the 19th TSC.

b. Phase I – Pre-Arrival (PCS - 180 through PCS). This phase covers from the moment new personnel are alerted that they are coming to the 19<sup>th</sup> TSC until they actually arrive at a 19th TSC unit. During this phase commanders will execute the key tasks outlined below:

(1) Sponsorship. Conduct unit sponsorship IAW reference 1.a. and the EUSA Soldier Management System sponsorship module located at <https://sms.korea.army.mil>. This program applies to incoming Soldiers, with and without family members. The 19th TSC Sponsorship

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Program is developed and maintained by the Assistant Chief of Staff (ACofS), G1 and is executed by unit commanders. The sponsorship program is critical to providing a positive first impression and establishing the foundation for a successful tour for everyone; therefore, we will apply our resources to take full advantage of this program. Additionally, reference 1.b. provides detailed guidance on the transition of key leaders and the subsequent sponsorship considerations.

(2) Pre-arrival Information. Develop unit specific pre-arrival website that contains information for Soldiers and family members to utilize prior to arrival to allow for a smooth transition to Korea. The ACofS, G1 will develop a main website on the 19<sup>th</sup> TSC homepage with links to these unit specific websites. The goal of this effort is to empower new personnel with a situational understanding of the Korean peninsula, family and support facilities, and how 19<sup>th</sup> TSC fits into the defense of the Republic of Korea (ROK).

(3) Continuity Files. Continuity files will be developed and maintained in order to enhance the effectiveness of the transition with one's replacement. Thoughtfully prepared continuity files are essential to constantly improving our organizations, building on lessons learned, and avoiding past mistakes. Continuity files will be maintained on the 19<sup>th</sup> TSC intranet IAW contents guidance provided by the G6.

c. Phase II – In-Processing (PCS through PCS + 30). This phase starts when new personnel arrive in a 19<sup>th</sup> TSC unit and ends when they have completed the programs and actions outlined below. The expected time to accomplish this phase is 30 days or less.

(1) Traditional Inprocessing. Unit commanders will ensure all new personnel are properly inprocessed through the appropriate administrative, personnel, financial, and medical processes as quickly as possible. In particular, unit commanders will ensure all new personnel receive a force protection briefing within 24 hours of their arrival in the unit and are weighed-in per reference 1.c. The force protection briefing will include an explanation of the curfew, curfew hours, buddy system, alcohol abuse, sexual misconduct, and off-limits establishments in the local area. This briefing must be completed prior to authorizing off-post pass privileges.

(2) Unit Orientation Brief for Key Leaders. Unit commanders will develop appropriate briefings to orient all new key leaders to the unit mission, organization, plans, policies, programs, and expectations. Particular attention will be paid to the role of leaders in the unit and standards with regard to being deployed in the ROK. Additionally, leaders will be reminded that Army standards apply at all times and they are expected to enforce them.

(3) Unit Orientation Brief for all New Personnel. Unit commanders will develop appropriate briefings to orient all new personnel to the unit mission, organization, policies, programs, and expectations. Particular attention will be paid to the role of each Soldier as a representative of the US and the requirement to meet all Army standards and additional standards associated with being deployed in the ROK. The emphasis should be on providing new personnel the foundation for being successful during their assignment to the unit. This requirement does not replace the requirement commanders have to ensure new personnel attend a post orientation brief per reference 1.d

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d. Phase III - Certification (PCS through PCS + 90). This phase is focused on certifying that new personnel understand and can apply the unit mission, organization, plans, policies, and programs, and the expectations of their leaders.

(1) Leader Certification Program. Commanders and headquarters principle staff officers will ensure each leader is certified as proficient on essential leader tasks associated with the individual's duty position. In particular, this should include demonstrating proficiency on operations plans, training management, task crosswalk (individual tasks supporting collective tasks supporting METL tasks), and force protection. Commanders will maintain leader certification documentation for each leader using the attached checklist. These will be inspected during the command inspection program.

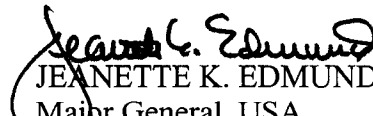
(2) Soldier Certification Program. Commanders and headquarters principal staff officers will ensure each Soldier is certified as proficient on basic skills and individual tasks associated with that Soldier's duty position. Commanders will maintain Soldier certification documentation for each Soldier using the attached checklist. These will be inspected during the command inspection program.

e. Compliance with this policy letter will be incorporated in future command inspections. We will also use command inspections and other opportunities to share good ideas on how best to execute actions outlined in this policy and achieve our goal of quickly and thoroughly integrating new personnel to be able to "Fight Tonight" during periods of personnel transitions.

5. The point of contact is 19th TSC, ACoFS, G3 at 768-8010.

TEAM 19!

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JEANNETTE K. EDMUNDS  
Major General, USA  
Commanding

DISTRIBUTION:  
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## LEADER CERTIFICATION CHECKLIST

NAME: \_\_\_\_\_  
UNIT: \_\_\_\_\_

GRADE: \_\_\_\_\_  
SECTION: \_\_\_\_\_

### **TOPIC**

### **CERTIFIED**(initial/date)

OPLANs

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TRAINING MANAGEMENT

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METL TASK CROSSWALK

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FORCE PROTECTION

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OTHER UNIT SPECIFIC TOPICS:

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## SOLDIER CERTIFICATION CHECKLIST

NAME: \_\_\_\_\_  
UNIT: \_\_\_\_\_  
DUTY TITLE: \_\_\_\_\_

GRADE: \_\_\_\_\_  
SECTION: \_\_\_\_\_  
MOS: \_\_\_\_\_

### **TOPIC**

### **CERTIFIED**(initial/date)

BASIC SOLDIER SKILLS

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INDIVIDUAL TASKS ASSOCIATED WITH DUTY POSITION:

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